

TOWN MANAGER EVALUATION

FY2009

Select Board Member: **COMPOSITE**

For the purposes of this document, the evaluation terms shall be defined as:

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely

Needs improvement = Performance below reasonable expectations, with improvement likely

Satisfactory = Performance meeting reasonable expectations

Commendable = Performance surpassing reasonable expectations

Outstanding = Performance far surpassing reasonable expectations

Unable to judge = Insufficient information available for evaluation

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>FISCAL MANAGEMENT</u>							
Annual Expectations							
1. Plans and organizes the preparation of an annual budget.				20%	80%		
2. Plans, organizes and administers the adopted budget within approved revenues and expenditures.				30%	60%	10%	
3. Seeks all possible revenue sources for the Town. a) Promotes Economic Development b) Explores regionalization c) Seeks efficiencies through departmental reorganization where appropriate d) Explores new revenue sources from educational institutions			5%	5%	90%		
FY09 Goal/s							
4. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.		4%		16%	80%		96% rating of commendable or above for fulfillment of this performance goal.
<u>RELATIONSHIP WITH THE BOARD</u>							
Annual Expectations							
5. Keeps the Board informed on issues, needs and operations of the Town.				60%	40%		

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
6. Makes professional recommendations to the Board on items requiring Board action.				20%	80%		
7. Interprets and executes the intent of Board policy.			40%	20%	40%		
8. Maintains a professional, impartial and effective working relationship with the Board.				40%	60%		
FY09 Goal/s							
9. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.			20%	80%			100% rating of satisfactory or above for fulfillment of this performance goal.
<i>LONG RANGE PLANNING</i>							
Annual Expectations							
10. Plans and organizes a process of program planning in anticipation of future Town needs and problems.				60%	40%		
11. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.			30%		40%	30%	
FY09 Goal/s							
12. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan will serve as a reference and guidance document that informs how the Town moves forward in this area.			20%	60%	20%		100% rating of satisfactory or above for fulfillment of this performance goal.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>STAFF AND PERSONNEL RELATIONS</u>							
Annual Expectations							
13. Models sound personnel procedures and practices in oversight of human resources function.	20%	50%	10%				These percentages do not add up to 100% because one member did not indicate a choice.
14. Selects, leads, directs and develops Town staff.		20%	60%				These percentages do not add up to 100% because one member did not indicate a choice.
15. Develops good staff morale and loyalty to the Town.		60%	20%				These percentages do not add up to 100% because one member did not indicate a choice.
16. Recruits and assigns the best available personnel in terms of their competencies.		40%	30%			10%	These percentages do not add up to 100% because one member did not indicate a choice.
FY09 Goal/s (This subhead is incorrectly placed; should be below #17)							
17. Leads the negotiations of labor contracts representing Town interests and Board guidelines.		50%	30%		20%		
18. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns.		50%	30%	20%			Fulfillment of this performance goal has a rating of 50% satisfactory or above, and 50% needs Improvement.
19. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions.		50%	50%				Fulfillment of this performance goal has a rating of 50% satisfactory, and 50% needs improvement.
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>							
Annual Expectations							
20. Gains respect and support of the Community on the implementation of Town programs and services.			40%	40%	20%		
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.			40%	50%		10%	

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.			20%	40%	40%		
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.				60%	40%		
FY09 Goal/s							
24. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.					100%		Fulfillment of this performance goal has the highest possible rating of 100% outstanding.
25. The Town Manager shall research and propose ways to collect “customer satisfaction” feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.			60%		20%	20%	80% rating of satisfactory or above for fulfillment of this performance goal.
GENERAL EXPECTATIONS							
26. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Leadership Enthusiasm Accessibility Setting priorities Communication style Listening skills Public speaking	Comments Community spirit Defends conviction under pressure Openness to differing views/new information Resourcefulness Advocacy with State and Federal Government Crisis management Responsiveness Facilities management						
OTHER COMMENTS							
27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.							

TOWN MANAGER EVALUATION

FY2009

Select Board Member: Alisa V. Brewer

For the purposes of this document, the evaluation terms shall be defined as:

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely
Needs improvement = Performance below reasonable expectations, with improvement likely
Satisfactory = Performance meeting reasonable expectations
Commendable = Performance surpassing reasonable expectations
Outstanding = Performance far surpassing reasonable expectations
Unable to judge = Insufficient information available for evaluation

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments
<u>FISCAL MANAGEMENT</u>							
Annual Expectations							
1. Plans and organizes the preparation of an annual budget.					X		Prepares detailed materials in a timely fashion.
2. Plans, organizes and administers the adopted budget within approved revenues and expenditures.					X		New Quarterly budget reports with explanations of changes & discussion of their implications for future budget years.
3. Seeks all possible revenue sources for the Town. a) Promotes Economic Development b) Explores regionalization c) Seeks efficiencies through departmental reorganization where appropriate d) Explores new revenue sources from educational institutions					X		Outstanding in every aspect. Has moved forward boldly & effectively. Positive attitude with realistic – but not cynical – view of challenges. Exhibits both strength & flexibility in dealing with educational institutions. Regionalization of Veteran's Services with Northampton & possibly others. Contracted Health Dept services to Northampton. Understands educational institutions have resources other than payments for service – unrestricted gifts from Amherst College, Hampshire College land for Atkins/116 project. Aggressive pursuit of public safety dispatch regionalization grants and opportunities. Reorganized physical setting & interface of Planning, Conservation, Inspections, IT, & Community Services.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments
FY09 Goal/s							
4. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers. (FY09 #1)					X		Obtained \$115,000 Waxman fund no one else realized existed. Supported joint financial planning processes including work of Finance Committee, Joint Capital Planning Committee, Budget Coordinating Group, & Community Choices project. Refused his contracted annual salary increase. Respectfully requested bargaining units consider returning to the table in light of extreme financial conditions. Interfaced between bargaining units & non-unit staff to ensure calm discussion of COLAs. Increased payment for EMS services by four communities & individuals served. Initiated team to identify best practices to generate funds to support critical functions e.g., Senior Center, recreation, via contributions & sponsorships rather than multiple solicitation letters. Pursued Patterson PRP land. Encouraged Amherst College to not lose sight of importance of Lord Jeffrey Inn to health of downtown.
<u>RELATIONSHIP WITH THE BOARD</u>							
Annual Expectations							
5. Keeps the Board informed on issues, needs and operations of the Town.				X			Significant improvement in keeping Board informed, particularly of changes under his sole authority, thereby enabling Board to more effectively interact with community. More frequently informs entire Board at once in Open Meeting rather than separately in private.
6. Makes professional recommendations to the Board on items requiring Board action.					X		Professional recommendations continue to be clear & well-grounded.
7. Interprets and executes the intent of Board policy.				X			Supports Board decisions, although Board has provided little policy to be interpreted or executed.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments
8. Maintains a professional, impartial and effective working relationship with the Board.				X			Significant improvement in consistent manner during Board meetings. Continued professional & impartial behavior with Board members. Patient.
FY09 Goal/s							
9. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies. (FY09 #4)			X				Implemented Town Manager report as regular part of each Board meeting. Calls each Board member with time sensitive material. Has committed to new process of involving Board in determination of collective bargaining strategies, even though Board not directly involved per Amherst Town Government Act. Learning to provide more regular updates on use of Town Counsel services even when Board not directly involved. Should copy Board on responses to document requests under Public Records law e.g., Blue Ribbon report, even if not directly related to Board action.
<u>LONG RANGE PLANNING</u>							
Annual Expectations							
10. Plans and organizes a process of program planning in anticipation of future Town needs and problems.				X			Eager to explore uncharted waters of state aid never resuming previous significance in provision of services. Outstanding respectful persistence in providing significant support to community non-profit organizations through CDBG funds rather than residential property taxation. Needs to obtain Board insight before giving direction on program planning, e.g., Blue Ribbon panel, LSSE unitization.
11. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.			X				Needs to encourage staff as service providers to rethink service delivery with fewer resources, yet provide resources to staff to provide updated web presence in all areas.
FY09 Goal/s							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments
12. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan will serve as a reference and guidance document that informs how the Town moves forward in this area. (FY09 #5)				X			Economic Development Plan provided to Board as requested May 29, 2009. Effective implementation of strategies outlined largely dependent on integration with Master Plan still not adopted by Planning Board.
<u>STAFF AND PERSONNEL RELATIONS</u>							
Annual Expectations							
13. Models sound personnel procedures and practices in oversight of human resources function.	X						Current procedures & practices remain inadequate to address staff concerns. No apparent improvement since FY08.
14. Selects, leads, directs and develops Town staff.		X					Lack of financial resources does not explain lack of professional development opportunities. Leadership remains too dependent on ability of staff to avoid refuting potential courses of action, in some cases despite any evidence of accomplishment or growth. Some contracted Town Counsel responses not timely and/or unclear.
15. Develops good staff morale and loyalty to the Town.		X					Board deals mainly with department heads, & response rate to Anonymous Staff Questionnaires remains relatively low, so difficult for Board to judge. See separate section under item 27.
16. Recruits and assigns the best available personnel in terms of their competencies.		X					Few new hires under current economic climate so difficult to judge. New Planner hire appears outstanding. Composed representative & effective search committee for new Police Chief. Continued personnel assignment based on apparent competency level remains an area of concern. Reassignment as part of professional development rather than on apparent area of least impact needs to be considered.
FY09 Goal/s							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments
17. Leads the negotiations of labor contracts representing Town interests and Board guidelines. Initiated 3-yr Annual Negotiation		X					Firefighters negotiation traditionally most challenging, but remains unnecessarily contentious due to entrenched position not based on Board policy or guidance.
18. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns. (FY09 #3)			X				Wellness program implemented. Thoughtful & sensitive approach to personnel layoffs & position changes. Initiated (15) forums via bargaining units to provide information <i>and</i> to listen. Newfound recognition of importance of employee morale & engagement. Effective utilization of Human Resources remains a challenge.
19. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions. (FY09 #6)			X				Understands need to effectively incorporate ideas into current processes rather than creating additional layers & branches. Opened new lines of communication between individual staff & Town Manager in addition to current standard Town Manager communication with department heads.
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>							
<u>Annual Expectations</u>							
20. Gains respect and support of the Community on the implementation of Town programs and services.			X				Everyone appreciates that he is very visible in many community events outside official duties & clearly takes his membership in our community very seriously. While some bad feelings remain from ongoing concerns around Boy Scout Christmas tree sales in Kendrick Park & Town involvement in private July 4 parade, this type of misstep has not occurred in any new arena. Public is generally not yet aware of significance of recent budget cuts.
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.				X			Appears to expect this from staff. Public appears satisfied.
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.			X				Available to media as requested, doesn't hide. Some quotes indicate positions not always evaluated for potential impact. Using more press releases.

AREAS OF RESPONSIBILITY		Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.						X		Aggressively pursuing complex Amtrak-MPO-Federal Stimulus project to ensure Amherst's transportation & economic interests strengthened. Continues working to strengthen relationship with Hadley. Developed effective relationship with Northampton mayor. Improving relationship with PVPC.
FY09 Goal/s								
24. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups. (FY09 #2)						X		Solid relationships with UMass & both colleges. Offers to speak variety of venues, including Amherst Area Chamber of Commerce, Amherst Club, Rotary, ACTV Conversations, radio, etc.
25. The Town Manager shall research and propose ways to collect "customer satisfaction" feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance. (FY09 #7)						X		Provided attractive & simple Suggestion Box in lobby of Town Hall. Removed dysfunctional website feedback mechanisms to avoid confusion. Creative plans to link resident input & constituent fundraising efforts.
<u>GENERAL EXPECTATIONS</u>								
26. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Community spirit Leadership Defends conviction under pressure Enthusiasm Openness to differing views/new information Accessibility Resourcefulness Setting priorities Advocacy with State and Federal Government Communication style Crisis management Listening skills Responsiveness Public speaking Facilities management		Comments Bold. Enthusiastic. Loves Amherst. Good public speaking skills. Straightforward. Seems more aware of possible displays of anger or intimidation through body language, volume, & word choice. Does not hesitate to defend convictions under pressure. Tends to be too willing to grease squeaky wheels. People sometimes feel they're being told what they want to hear rather than what makes sense. Tendency to Lone Ranger beginning to recognize value in opening additional lines of communication. Work with crisis management plans a particular point of pride. FY10 goals for facilities utilization & maintenance beyond urgent needs are important.						
<u>OTHER COMMENTS</u>								

27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.

(FY09 #8) not listed on this instrument: "The Town Manager shall assess opportunities for creating a centralized system for targeted recruitment, training and retention of volunteers to address needs across departments." **Rating:** Satisfactory **Comments:** Consideration of town-wide issues of volunteer recognition has begun. Although some departments deploy some volunteers, no growth in use of volunteers yet. Evaluated & discarded centralization as does not appear to add value.

Six Town Meeting members responded to July 18, 2009 solicitation of written comments for Town Manager evaluation. Forty-three Anonymous Staff Questionnaires submitted (although two of them self-identified).

Town Manager committee/board appointments are generally made in a timely & effective manner, including much-needed follow-up on attendance & participation issues.

Sometimes the line between his employee's work with appointed committees & boards (both Board-appointed & Town Manager-appointed) blurs, & it is unclear who is potentially accountable to whom & who has ownership of a particular issue, e.g., COLA history & context, LSSE unitization, Housing Trust.

Method of presenting lists of potential budget cuts needs to be re-thought. Lists & discussions were often vague for the purpose of protecting privacy of individual employees, but this came at the expense of relevant comparisons to potential budget cuts in elementary & regional schools personnel & programs.

See next two pages for "Some Limited Amateur Analysis of Anonymous Staff Questionnaires (2009) for FY09 Town Manager Evaluation"

Some Limited Amateur Analysis of Anonymous Staff Questionnaires (2009) for FY09 Town Manager Evaluation *avb*
(43) submitted, (2) of which included the respondent's name

While several questionnaires ("responses") had multiple items the respondent marked "Unable to Judge," this is not unusual nor unhelpful, given that no one individual sees every aspect of an individual's employment. I did, however, set aside one response that indicated "Unable to Judge" for **every** item, which is impossible to interpret accurately.

Then I separated the remaining (42) into two piles: responses that included no items rated as Commendable or Outstanding, and those that did include at least one item rated of Commendable or Outstanding. (24) of (42) had no items rated Commendable or Outstanding. (18) of (42) had at least one item rated Commendable or Outstanding.

I focused on three Anonymous Staff Questionnaire (2009) items: 4, 11, and 13

FY09 Town Manager Evaluation item 15 reads "Develops good staff morale and loyalty to the Town"

(2009) Staff Questionnaire for Town Manager Evaluation --

Item 4) Treats staff in a professional manner:

Of the (24) that had no items rated as Commendable or Outstanding:

- (2) blank item
- (4) Satisfactory
- (7) Needs Improvement
- (9) Unsatisfactory
- (2) Unable to Judge

Of the (18) that had at least one item rated of Commendable or Outstanding:

- (5) Outstanding
- (3) Commendable
- (3) Satisfactory
- (4) Needs Improvement
- (1) Unsatisfactory
- (2) Unable to Judge

Unable to Judge for this item could mean the staff respondent simply has no experience with the Town Manager's treatment of staff in a professional manner, but that would only make sense if the staff respondent is unfamiliar with the concept of professional manner! While (15) of (40) staff respondents to this item rated it Satisfactory or better (Satisfactory+Commendable+Outstanding), only (8) of (40) staff respondents to this item rated it Commendable or Outstanding. (21) of (40) staff respondents to this item rated it Needs Improvement or Unsatisfactory.

FY09 Town Manager Evaluation item 18 reads in part "The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees."

(2009) Staff Questionnaire for Town Manager Evaluation --

Item 13) Makes you feel comfortable to go to him with a problem or concern:

None of the (18) that had at least one item rated of Commendable or Outstanding had rated this item as Unsatisfactory, while (16) of the (24) that had no items rated as Commendable or Outstanding rated this item as Unsatisfactory. More than one Unsatisfactory staff respondent indicated via text that while the staff respondent **would** be comfortable, their immediate supervisor would be unhappy if the staff respondent went to the Town Manager. I wonder if this is based on an assumption about chain of command -- "of course you don't go to the Town Manager, everything is handled below that level" -- or based on negative experience of staff respondents whose immediate supervisor was unwilling to address their problem or concern, staff respondents who then went to the Town Manager, and their immediate supervisor later shared their unhappiness.

FY09 Town Manager Evaluation item 19 reads "The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions."

(2009) Staff Questionnaire for Town Manager Evaluation --

Item 11) Encourages, accepts, and makes productive use of feedback and suggestions from staff:

Of the (24) that had no items rated as Commendable or Outstanding:

- (2) blank item
- (1) Satisfactory
- (5) Needs Improvement
- (12) Unsatisfactory
- (4) Unable to Judge

Of the (18) that had at least one item rated of Commendable or Outstanding:

- (1) Outstanding
- (4) Commendable
- (3) Satisfactory
- (3) Needs Improvement
- (1) Unsatisfactory
- (6) Unable to Judge

Unable to Judge for this item could mean the staff respondent simply has no experience with the Town Manager's response to staff feedback and suggestions, but that seems unlikely to be the case for (10) of (40) staff respondents in an organization this size. (21) of (40) staff respondents to this item rated it Needs Improvement or Unsatisfactory.

TOWN MANAGER EVALUATION

FY2009

Select Board Member: Aaron Hayden

For the purposes of this document, the evaluation terms shall be defined as:

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely

Needs improvement = Performance below reasonable expectations, with improvement likely

Satisfactory = Performance meeting reasonable expectations

Commendable = Performance surpassing reasonable expectations

Outstanding = Performance far surpassing reasonable expectations

Unable to judge = Insufficient information available for evaluation

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>FISCAL MANAGEMENT</u>							
Annual Expectations							
1. Plans and organizes the preparation of an annual budget.					X		This year was a particular challenge for the budget process needing many updates to keep ahead of the State's changes. I appreciate that he didn't shy away from tough decisions
2. Plans, organizes and administers the adopted budget within approved revenues and expenditures.				X			Again the changes drove many changes, his work with Mr. Musante helped a great deal.
3. Seeks all possible revenue sources for the Town. a) Promotes Economic Development b) Explores regionalization c) Seeks efficiencies through departmental reorganization where appropriate d) Explores new revenue sources from educational institutions			X	X	X X		Realizing new revenue sources for the Town in this economy is indeed a challenge. I appreciate his work with the institutions in Town and the COC. I found a small weakness here in frank promotion, there are long standing conditions that discourage business from choosing Amherst that are now beginning to change.
FY09 Goal/s							
4. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.					X		Outstanding, our Town's keeping whole through all the trials this year are the best testimony here.
<u>RELATIONSHIP WITH THE BOARD</u>							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
Annual Expectations							
5. Keeps the Board informed on issues, needs and operations of the Town.				X			The weekly report, the midnight phone calls, and e-mails are working well. I feel that I am kept abreast of most the important operational issues in Town.
6. Makes professional recommendations to the Board on items requiring Board action.					X		Larry has given the SB opportunities to leverage its authority in novel ways. Success with the state legislature is an example of this.
7. Interprets and executes the intent of Board policy.					X		
8. Maintains a professional, impartial and effective working relationship with the Board.					X		
FY09 Goal/s							
9. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.				X			There are limits here that we need to be more aware of but I have felt that an outstanding effort has been made to help us understand these.
<i>LONG RANGE PLANNING</i>							
Annual Expectations							
10. Plans and organizes a process of program planning in anticipation of future Town needs and problems.					X		This may be a forte of Larry's. His work with various groups really seem to be setting us up for a successful future.
11. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.					X		
FY09 Goal/s							
12. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan and will serve as a reference and guidance document that informs how the Town moves forward in this area.				X			This is perhaps the second most difficult task to do. It took 27 years to get a comprehensive plan so getting an Econ. Dev. Plan in a year is outstanding. I look forward to its growing more robust and effective.
<i>STAFF AND PERSONNEL RELATIONS</i>							
Annual Expectations							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
13. Models sound personnel procedures and practices in oversight of human resources function.							What I have learned in my short tenure suggests commendation in all areas of personnel practices.. This is the area I have the least detailed knowledge of but I have a strong sense of improvement here.
14. Selects, leads, directs and develops Town staff.							
15. Develops good staff morale and loyalty to the Town.							
16. Recruits and assigns the best available personnel in terms of their competencies.							
FY09 Goal/s							
17. Leads the negotiations of labor contracts representing Town interests and Board guidelines.					X		Larry's work with the unions has been as effective as I could have imagined.
18. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns.				X			There is strong development here. Much has been done as is witness by the range of evaluations from personnel. The economy really made this hard requiring lay-offs and cuts.
19. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions.			X				I only commend here because I have seen only a little bit of this communication developing. The signs are hopeful....,
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>							
Annual Expectations							
20. Gains respect and support of the Community on the implementation of Town programs and services.					X		Larry's outreach is good, between the radio spots, the appearances at events and presentations at TM are examples
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.				X			
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.					X		
23. Maintains awareness of developments and plans in other jurisdictions, including				X			

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
the colleges and university, that may relate to or affect Town government.							
FY09 Goal/s							
24. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.					X		Let the latest agreements here be witness.
25. The Town Manager shall research and propose ways to collect "customer satisfaction" feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.			X				It is hard to motivate people beyond simply griping around the water cooler but I look forward to success here.
<u>GENERAL EXPECTATIONS</u>							
26. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Community spirit Leadership Defends conviction under pressure Enthusiasm Openness to differing views/new information Accessibility Resourcefulness Setting priorities Advocacy with State and Federal Government Communication style Crisis management Listening skills Responsiveness Public speaking Facilities management							Comments: I have had misgivings about some of the tactics and approaches Larry has had toward some things and people. But in speaking with him directly on these matters, though, I have always come away satisfied that the right thing will be done in the end.
<u>OTHER COMMENTS</u>							
27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.							

TOWN MANAGER EVALUATION

FY2009

For the purposes of this document, the evaluation terms shall be defined as:

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely

Needs improvement = Performance below reasonable expectations, with improvement likely

Satisfactory = Performance meeting reasonable expectations

Commendable = Performance surpassing reasonable expectations

Outstanding = Performance far surpassing reasonable expectations

Unable to judge = Insufficient information available for evaluation

Select Board Member: Stephanie O'Keeffe

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>FISCAL MANAGEMENT</u>							
Annual Expectations							
1. Plans and organizes the preparation of an annual budget.					X		
2. Plans, organizes and administers the adopted budget within approved revenues and expenditures.					X		
3. Seeks all possible revenue sources for the Town. a) Promotes Economic Development b) Explores regionalization c) Seeks efficiencies through departmental reorganization where appropriate d) Explores new revenue sources from educational institutions					X		Efforts in each of these four areas are strong and much appreciated. The study of regionalized dispatch has great potential, and Larry is providing real leadership there. Other regionalization efforts open the door to valuable future collaboration. Glad to see a lot of early attention to future ec dev possibilities. Appreciate the efforts to date on departmental reorganizations, and hopeful that those will yield real benefits.
FY09 Goal/s							
4. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.					X		Larry, with John Musante, did a tremendous job managing the FY09 budget and creating the FY10 budget, under incredibly challenging circumstances.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>RELATIONSHIP WITH THE BOARD</u>							
Annual Expectations							
5. Keeps the Board informed on issues, needs and operations of the Town.				X			Lots of phone calls for important matters; understands that we don't want to learn about issues in the newspaper. Keeps us informed about Town operations at Select Board meetings.
6. Makes professional recommendations to the Board on items requiring Board action.				X			Much appreciated, both for helping to inform us (issues like rationale for reserve use, Atkins Corner TIF and TIP, proposed cable contract legislation) and to guide us in prudent scope (North Pleasant St./Governor's Dr. issues.)
7. Interprets and executes the intent of Board policy.			X				I think the Town Manger and the Select Board still struggle with this a bit, but I think we have both made good progress.
8. Maintains a professional, impartial and effective working relationship with the Board.				X			I feel it is a good working relationship. My drum beat is always that influence and direction should come from the full SB or its majority, not from individual members, and I think that he and we are doing pretty well with that.
FY09 Goal/s							
9. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.				X			Communication has improved significantly. The Town Manager reports at Select Board meetings are much more informative and detailed. Larry has been extremely responsive in this area. It hasn't been tested much yet, but I am confident that he understands the Select Board's desire to be more involved in collective bargaining strategy.
<u>LONG RANGE PLANNING</u>							
Annual Expectations							
10. Plans and organizes a process of program planning in anticipation of future Town needs and problems.				X			I think this year's budget reflected a lot of that, though I would like to see even more aggressive prioritization of programs and resources.
11. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.						X	I still don't really understand this question. It sounds good, so we kept it, but I'm not sure what it means so I won't choose a rating.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
FY09 Goal/s							
12. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan and will serve as a reference and guidance document that informs how the Town moves forward in this area.			X				This was created as requested. I look forward to the next steps with this.
<u>STAFF AND PERSONNEL RELATIONS</u>							
Annual Expectations							
13. Models sound personnel procedures and practices in oversight of human resources function.		X					Strong HR efforts enhance productivity, morale and employee development. This is of particular importance in an era of reduced resources. I think ensuring the effectiveness of this area is a priority.
14. Selects, leads, directs and develops Town staff.			X				Similar to #16, this is a mixed bag. Additionally, there is mixed reaction among staff as to as to the direction and leadership provided.
15. Develops good staff morale and loyalty to the Town.		X					Staff questionnaires and informal feedback indicate that this is an area that still needs more work. My concern is the potential for losing staff with the best prospects, particularly when hiring picks up as the economy turns around.
16. Recruits and assigns the best available personnel in terms of their competencies.			X				This is a mixed bag. Many (inherited and new) are very strong; others (inherited and new) are a concern.
FY09 Goal/s (this subhead should be under #17 – whoops. – SO’K)							
17. Leads the negotiations of labor contracts representing Town interests and Board guidelines.			X				I appreciated his handling of the COLA issue with unions for FY10. The firefighters’ contract does need to get settled. I should have sought more frequent updates on this.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
18. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns.		X					There has been some progress in communication with employees, with particular sensitivity to keeping them informed about the budget, and very considerate handling of the necessary layoffs. But this area still needs work and higher prioritization. The idea of developing and implementing a plan was to help Larry to get a stronger sense of the issues and problems, and how to solve them, and that didn't happen, in part because the goal was presented late and in the midst of full budget drama. However, I think Larry underestimated the SB's concerns in this area.
19. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions.		X					I don't think this was addressed significantly, and should be. Not only are staff the most knowledgeable about service delivery in their areas and thus likely to have valuable ideas, but valuing those ideas is part of cultivating loyal engaged staff with good morale.
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>							
<u>Annual Expectations</u>							
20. Gains respect and support of the Community on the implementation of Town programs and services.				X			Good efforts to garner Town support on initiatives like Kendrick Park, Parking Task Force issues, changes to the Spring Street lot.
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.			X				I think most staff are naturally mindful of this, and I'm not sure how much the Town Manager has to do with that. Though happier staff surely deal with the public more enthusiastically.
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.				X			Good job with this.
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.				X			Very progressive in embracing regionalization, and helpfully tuned in to university and college issues. Great relationship with Chamber of Commerce.
<u>FY09 Goal/s</u>							

AREAS OF RESPONSIBILITY		Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
24. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.						X		Tough economic times make it harder to create new direct financial benefits, but Larry stays engaged with the university and colleges on large and small matters and keeps those relationships strong. Also, meeting with community groups continues to be widely praised and appreciated.
25. The Town Manager shall research and propose ways to collect "customer satisfaction" feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.				X				This was only minimally addressed, unsurprisingly, given the timing and other priorities. Always good to have a suggestion box though, so that was a plus.
<u>GENERAL EXPECTATIONS</u>								
26. Feel free to comment on strengths or weaknesses in any of the following areas:		Comments						
Professionalism	Community spirit	Leadership is strong , particularly with budget issues. Very happy to see Larry championing important issues at Town Meeting and in the media. Happy to see leadership on issues like the AMTRAK stop, discussions for a critical care facility and regional dispatch. Accessibility by phone, e-mail or for meetings is noted and appreciated by many. Defends conviction: On some issues, definitely. On others, I have some "squeaky wheel" concerns, and would prefer for him to defend his conviction more. Openness to views/info was much appreciated during the 4 th of July parade issue this year. Advocacy w/ Govt: I was very impressed by how often Larry told me about being in touch with our reps in Washington and Boston about Amherst concerns.						
Leadership	Defends conviction under pressure							
Enthusiasm	Openness to differing views/new information							
Accessibility	Resourcefulness							
Setting priorities	Advocacy with State and Federal Government							
Communication style	Crisis management							
Listening skills	Responsiveness							
Public speaking	Facilities management							
<u>OTHER COMMENTS</u>								

27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.

My highest praise for Larry this year is in budget management and development, and in improved communication with the Select Board. Well done, and much appreciated.

The areas I believe still need improvement are staff engagement and morale, and an assessment of capacity to meet the Town's Human Resources needs.

While staff relations issues are a general concern, I want to note that there are specific personnel situations that I thought Larry handled with tremendous care, sensitivity and fairness. It is the nature of such issues that their details can't be shared publicly, but they did not go unnoticed or unappreciated. In fact, those boosted my respect for Larry's managerial skills. I would like to see that level of awareness and concern, with its focus on achieving the best overall result, become the norm. I am confident that this can happen.

I would also note that I think his public support for staff is strong and improved. This includes offering praise and appreciation, as well as being discreet, protective and positive.

In my role as Chair, I have had a very constructive partnership with Larry, and I appreciate his assistance, cooperation and candor. The experience has helped me to appreciate how much more there is to his job than most people understand, and how much knowledge and skill he brings to it.

TOWN MANAGER EVALUATION

FY2009

Select Board Member: **Diana Stein**

For the purposes of this document, the evaluation terms shall be defined as:

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely

Needs improvement = Performance below reasonable expectations, with improvement likely

Satisfactory = Performance meeting reasonable expectations

Commendable = Performance surpassing reasonable expectations

Outstanding = Performance far surpassing reasonable expectations

Unable to judge = Insufficient information available for evaluation

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>FISCAL MANAGEMENT</u>							
Annual Expectations							
1. Plans and organizes the preparation of an annual budget.				x			I still want to give guidance about the WM Pool as so many citizens care about this.
2. Plans, organizes and administers the adopted budget within approved revenues and expenditures.				x		x	Good planning and organization; can't judge the administration.
3. Seeks all possible revenue sources for the Town. a) Promotes Economic Development b) Explores regionalization c) Seeks efficiencies through departmental reorganization where appropriate d) Explores new revenue sources from educational institutions					x x x x		
FY09 Goal/s							
4. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.		x		x x x x			This is an assortment of goals. I find most met well. I am disturbed that the fire fighters are without a contract and also that what they say and what Mr. Shaffer says are the sticking points do not mesh. They say salary; Mr. Shaffer says it is job function—EMT only vs. fire fighters trained to do both. In any event, I think it is time that this contract get settled. I also do not understand the 3.5% colas that were again agreed to in these times.
<u>RELATIONSHIP WITH THE BOARD</u>							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
Annual Expectations							
5. Keeps the Board informed on issues, needs and operations of the Town.					x		
6. Makes professional recommendations to the Board on items requiring Board action.					x		
7. Interprets and executes the intent of Board policy.			x				I think sometimes things get lost from time they are agreed to and then they don't get carried out or it takes longer than one would wish.
8. Maintains a professional, impartial and effective working relationship with the Board.					x		
FY09 Goal/s							
9. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.				x			One of Mr. Shaffer's strengths is his rapid responses to emailed queries. This is much appreciated by me and by outsiders. The collective bargaining strategies discussions are not completely satisfactory. For example, we had no discussions prior to the adoption of the last contracts with the 3.5% colas as far as I know.
<i>LONG RANGE PLANNING</i>							
Annual Expectations							
10. Plans and organizes a process of program planning in anticipation of future Town needs and problems.				x			One area where he has tried hard is the SOS committee and the related issues. He has worked hard for various economic development goals.
11. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.			x			x	Harder to judge but he seems to know what others are adopting and what is out there.
FY09 Goal/s							
12. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan and will serve as a reference and guidance document that informs how the Town moves forward in this area.				x			He has a plan, it conforms to the Master Plan pretty well as I recall; The problems right now are with the recession that make projects like the Lord Jeff Inn untenable.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>STAFF AND PERSONNEL RELATIONS</u>							
Annual Expectations							
13. Models sound personnel procedures and practices in oversight of human resources function.		x					This area is not strong. I believe that human resources has not been conducted appropriately in some cases and there were errors—misinformation that led to hardship and created problems for personnel and for Mr. Shaffer.
14. Selects, leads, directs and develops Town staff:			x				Most staff are great. But not all.
15. Develops good staff morale and loyalty to the Town.		x					While I think that there has been some improvement this year, staff evaluations still show that this area needs improvement. However, Mr. Shaffer was appropriately sensitive to the staff re. layoffs.
16. Recruits and assigns the best available personnel in terms of their competencies.		x				x	One case I can think of did not prove themselves worthy of a new position and I have no personal way to judge others.
FY09 Goal/s							
17. Leads the negotiations of labor contracts representing Town interests and Board guidelines.		x					The fire fighters' contract still is not achieved; the large colas in new contracts is of concern when UMass and social security will have no colas.
18. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns.		x					As noted above, the staff evaluations still show poor morale in many cases so need work here. Is there a plan? We need more feed back on this. I thought there were more meetings with staff etc. but still there needs to be a turn around here.
19. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions.		x					Here too, I am not sure of the specifics. But some staff evaluations say that Mr. Shaffer does not really hear the suggestions they make.
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>							
Annual Expectations							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
20. Gains respect and support of the Community on the implementation of Town programs and services.				x			The Community sees much good in the work Mr. Shaffer has done and he has earned the community's respect though they decry the loss of some services and programs.
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.				x		x	I have not heard anything bad about such contacts.
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.					x		Mr. Shaffer is always available to speak on various occasions and does a good job on those occasions.
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.				x			
FY09 Goal/s							
24. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.					x		He has accomplished much in this area!
25. The Town Manager shall research and propose ways to collect "customer satisfaction" feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.			x				I need to know specific methods here. I do know he is very good about responding to email contact about various problems.
GENERAL EXPECTATIONS							
26. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Leadership Enthusiasm Accessibility Setting priorities Communication style Listening skills Public speaking	Comments He is particularly strong in professionalism, enthusiasm, accessibility, community spirit, etc. but perhaps could be stronger in listening skills and advocacy with State and Federal Governments (though he was great in pushing for the Waxman money!) I wonder if he could do more to ensure that we get stimulus money, for example.						
OTHER COMMENTS							

27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.

What makes working with Mr. Shaffer very pleasant is his optimism and positive outlook. These are hard times and he keeps an upbeat attitude that makes working with him a pleasure.

TOWN MANAGER EVALUATION

FY2009

Select Board Member: Gerry Weiss

For the purposes of this document, the evaluation terms shall be defined as:

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely

Needs improvement = Performance below reasonable expectations, with improvement likely

Satisfactory = Performance meeting reasonable expectations

Commendable = Performance surpassing reasonable expectations

Outstanding = Performance far surpassing reasonable expectations

Unable to judge = Insufficient information available for evaluation

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
<u>FISCAL MANAGEMENT</u>							
Annual Expectations							
1. Plans and organizes the preparation of an annual budget.					x		
2. Plans, organizes and administers the adopted budget within approved revenues and expenditures.					x		
3. Seeks all possible revenue sources for the Town. a) Promotes Economic Development b) Explores regionalization c) Seeks efficiencies through departmental reorganization where appropriate d) Explores new revenue sources from educational institutions					x		
FY09 Goal/s							
4. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.					x		
<u>RELATIONSHIP WITH THE BOARD</u>							
Annual Expectations							
5. Keeps the Board informed on issues, needs and operations of the Town.					x		

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
6. Makes professional recommendations to the Board on items requiring Board action.					x		
7. Interprets and executes the intent of Board policy.					x		The key phrase here is "Board policy", which would be a formal interpretation, and which requires the board, appropriately, to make sure it is clear about it's policies.
8. Maintains a professional, impartial and effective working relationship with the Board.					x		
FY09 Goal/s							
9. The Town Manager shall work more closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.				x			I see improvement in this area. While I will not be on the board during the next round of collective bargaining, I'm pleased that the SB will be able to partner with the TM in setting some policy guidelines.
<u>LONG RANGE PLANNING</u>							
Annual Expectations							
10. Plans and organizes a process of program planning in anticipation of future Town needs and problems.					x		
11. Maintains knowledge of new technologies, systems and methods, etc. in relation to Town services.					x		
FY09 Goal/s							
12. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan and will serve as a reference and guidance document that informs how the Town moves forward in this area.					x		
<u>STAFF AND PERSONNEL RELATIONS</u>							
Annual Expectations							

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
13. Models sound personnel procedures and practices in oversight of human resources function.		x	x				Overall satisfactory. One area that I believe needs improvement is the grievance process that does not offer non union employees enough protection.
14. Selects, leads, directs and develops Town staff.			x				* see end comments
15. Develops good staff morale and loyalty to the Town.			x				* see end comments
16. Recruits and assigns the best available personnel in terms of their competencies.		x	x				
FY09 Goal/s							
17. Leads the negotiations of labor contracts representing Town interests and Board guidelines.		x	x				We need to improve how Larry seeks Board guidelines, which includes Board's view of Town interests. I would very much like to see the AFD contract resolved, as well as a way to begin to heal the rift between the AFD and Larry and the Board.
18. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns.		x	x				I have not seen such a plan. * see end comments
19. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; and shall create procedures for collecting and considering the suggestions.		x	x				I don't know if this is happening or not. If not, then the goal has not been met; if it is, we need to hear how it is working
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>							
Annual Expectations							
20. Gains respect and support of the Community on the implementation of Town programs and services.			x				
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.			x				There appears to be improvement in this area.

AREAS OF RESPONSIBILITY	Unsatisfactory	Needs improvement	Satisfactory	Commendable	Outstanding	Unable to judge	Comments (Please use the back of the page for addition space)
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.				x			
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.					x		
FY09 Goal/s							
24. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.					x		
25. The Town Manager shall research and propose ways to collect "customer satisfaction" feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.						x	I don't know what he has done in this area.
<u>GENERAL EXPECTATIONS</u>							
26. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Community spirit Leadership Defends conviction under pressure Enthusiasm Openness to differing views/new information Accessibility Resourcefulness Setting priorities Advocacy with State and Federal Government Communication style Crisis management Listening skills Responsiveness Public speaking Facilities management	Comments Overall, Larry has done an outstanding job of managing the town. It is my opinion that he has led us through two very difficult financial years with a less than expected loss of employees and less than expected dissatisfaction over how he has handled this crisis. There existed a systemic tax and spend culture in Amherst before Larry's arrival. This is not easy to change and he has maintained a very hard line in order to change this culture. With the reduction of 3 police officers, I believe Larry has shown that there are no sacred cows. I now have had a chance to work with Larry as chair and as a non-chair and I continue to find him responsive and informative. Larry is a "strong manager" and thus has forced the SB to discuss and take strong stands when it wants to impose it's own policies. This I believe is a good outcome of his decision making style. He has many ideas and initiates many projects on his own; if we want something from him not on his radar, we must be clear about what we want.						
<u>OTHER COMMENTS</u>							

27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.

* The staff questionnaires lead to more questions than answers. Last year, we received comments from about 25% of the staff. About half of those comments were quite negative. This year we received comments from about 16% of the staff; again, about half of those were quite negative. If that sample represents the staff as a whole, it would represent an unacceptable number of very dissatisfied and unhappy employees. However, if the sample represents people compelled to respond because of strong negative or positive opinions, then the approximately 20 unhappy staff might represent a norm in any organization. If one also factors in the known fact that members of the AFD are extremely dissatisfied with

how Larry has conducted union negotiations, then the number of unhappy staff outside of the AFD might be quite low, as it is possible that a large number of AFD employees felt motivated to respond. I am inclined to throw out the results of this questionnaire due to the very low response rate. If the SB wishes to pursue a staff questionnaire in the future, we must find another way to do so. We may need to use an online system like SurveyMonkey.Com.

Submitted by Gerry Weiss, 8/28\09